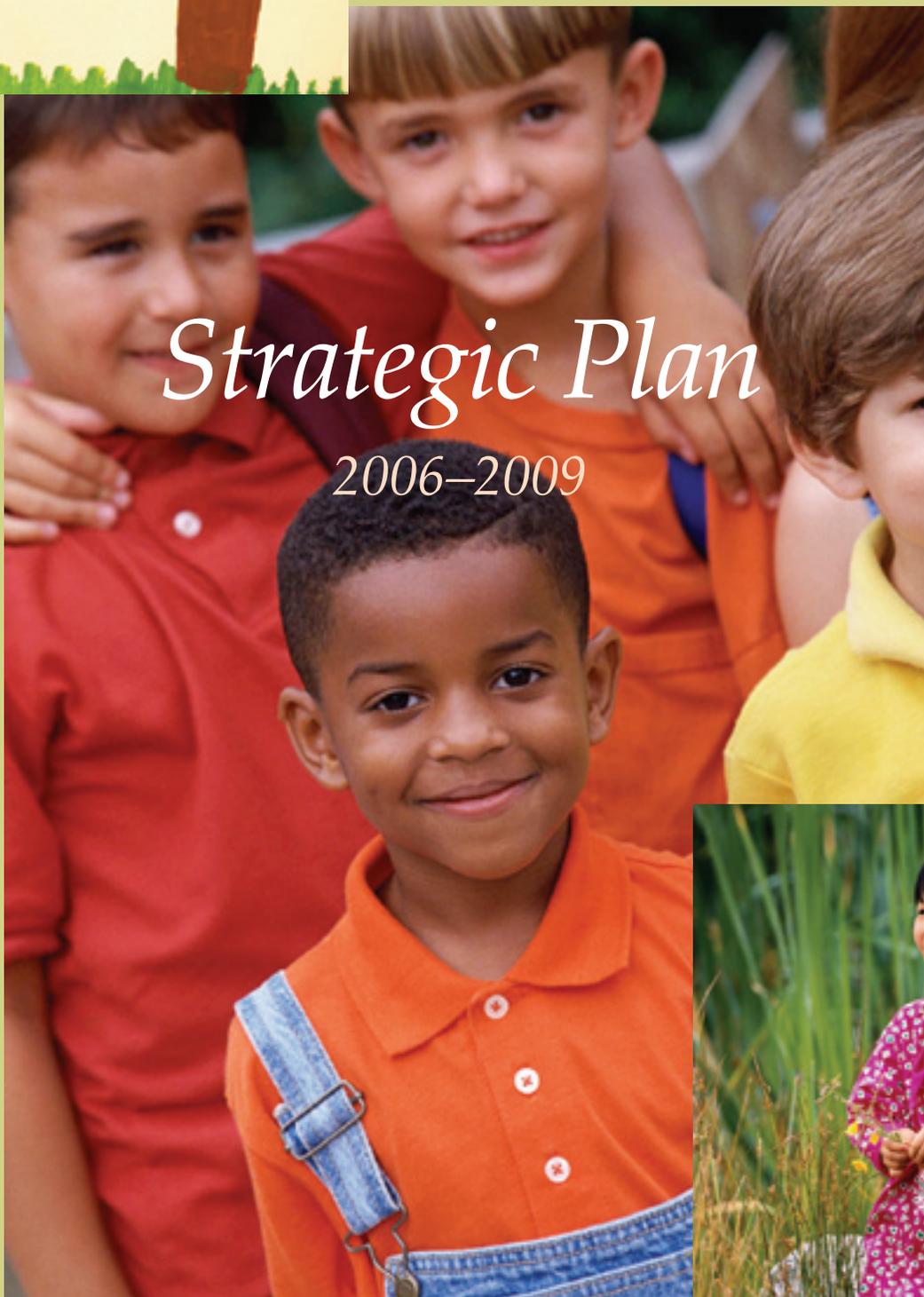




California Department  
of Child Support Services



# *Strategic Plan*

2006–2009



Supporting California's Children

---

# Contents

Director’s Message .....	3
Values....	4
Mission & Vision .....	5
Introduction .....	6
Goals	
1. <i>Improve the performance of California’s Child Support Services Program</i> .....	7
2. <i>Establish and implement a single, statewide automated child support system</i> .....	8
3. <i>Promote statewide consistency and efficiency of child support practices among the program’s governmental partners</i> .....	9
4. <i>Enhance customer service to child support program clients</i> .....	10

*This is more than the plan for the Department of Child Support Services; it is the plan for the delivery of child support services throughout the state.*



## Director's Message

Children are our most valuable resource, and the child support program is an important part of California's effort to nurture and protect the future—our children. Working with our partners, the local child support agencies, we touch the lives of over 2 million children and their families every year.

Since the California Department of Child Support Services began operations in 2000, the child support program has evolved from a decentralized system administered by local district attorneys to a statewide program operated by 52 local child support agencies overseen by the state. These changes have strengthened and enhanced our ability to deliver uniform, high-quality services to families across California.

Continuous improvement in program performance, implementation of federal automation requirements, and enhanced customer service are at the core of our operation. To guide this effort, I am pleased to share with you the California Child Support Services Program 2006-2009 Strategic Plan.

This plan is the product of the collaboration of state and local child support professionals with stakeholders to achieve a common vision—that children can rely on their parents for the financial, medical, and emotional support they need to be healthy and successful.

Through our work to establish, collect and distribute child support, we provide an essential bridge to self-sufficiency and security for children and families. We take that responsibility very seriously.

On behalf of California's child support professionals, we offer the California Child Support Services Program 2006-2009 Strategic Plan as a roadmap to build on past successes and pave the way to greater opportunities for California's children and families.

Greta Wallace

*Director, California Department of Child Support Services*



*Through our work to establish, collect and distribute child support, we provide an essential bridge to self-sufficiency and security for children and families.*

# We Value



*Commitment to  
Children & Families*

*We believe in a shared commitment among parents, communities and agencies to put the well-being of children above all else.*

*Fairness  
& Respect*

*We embrace the diversity of people, recognize their needs, and treat each individual with fairness, equity and consideration.*

*Quality  
Customer Service*

*We are committed to consistently providing timely, courteous and responsive services to our customers.*

*Cooperative  
Partnerships*

*We promote sharing, cooperation and joint effort with families, communities and agencies in an environment of trust and open communication.*

*Integrity &  
Ethical Conduct*

*We uphold the highest ethical standards of personal and professional conduct, not allowing personal interests or beliefs to interfere with our professional responsibility. We will ensure the privacy and security of the personal information so critical to our mission.*

*Operational  
Excellence*

*We proactively seek the most efficient and effective ways to meet the needs of children and families.*



# Mission

*The mission of the California Child Support Services Program is to promote the well-being of children and the self-sufficiency of families by assisting both parents to meet the financial, medical and emotional needs of their children through the delivery of quality child support establishment, collection, and distribution services.*

# Vision

*Children can rely on their parents for the financial, medical, and emotional support they need to be healthy and successful.*





## Introduction

*California's  
Department of  
Child Support  
Services is  
committed to  
"Supporting  
California's  
Children"  
one child,  
one family  
at a time.*

Since the Department of Child Support Services was first established six years ago, California's child support program has come a long way.

Fundamental organizational and cultural changes have taken place—positioning the child support program to enhance and improve the delivery of uniform, high-quality child support services.

DCSS has focused on performance. Improving performance in areas such as establishing paternity and support orders, the amount and percentage of collections, and the efficiency of meeting case processing timeframes has resulted in better outcomes.

DCSS has also focused on technological improvements, implementing federal automation and payment processing requirements to meet the challenges of the 21st century and expand the program's ability to serve parents and children.

Continuous program improvement and increased customer service is mission-critical for DCSS. This performance focus is expressed in the four goals that the department has adopted as its priorities for the next four years.

**Goal 1** is to improve the fundamental functions of child support services—establishing paternity and support orders, collecting support that is due, ordering and providing medical support—and doing all of this more efficiently and economically. Improving performance in these areas will have a direct impact on enhancing the well-being of our customers.

**Goal 2** is to complete the effort to establish a single, statewide automated child support system. This large-scale, multi-year effort will increase efficiency and consistency in child support services and transactions across the program's county agencies and state headquarters.

**Goal 3** is to improve partnerships with other key agencies that play a critical role in the delivery of child support services. This shared commitment by organizations within the social services system, health care system, judicial system, and correctional system, among others—can help us deliver consistently excellent service to our shared customers.

**Goal 4** is to improve customer service. While all of our strategic goals point toward this end, we can't emphasize enough the importance of making our program more accessible and available to those who need it.

California's Department of Child Support Services is committed to "Supporting California's Children" one child, one family at a time.

# Goal 1

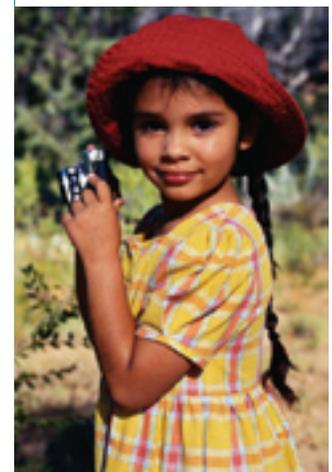
## Improve the performance of California's Child Support Services Program.

### OBJECTIVES

- 1.1 Through Federal Fiscal Year (FFY) 2009, ensure that the statewide percentage of child support cases with paternity established is at least 100 percent. (Indicator: Statewide Paternity Establishment Percentage)
- 1.2 Through FFY 2009, ensure that at least 80 percent of the state's child support cases have support orders.
- 1.3 Increase the statewide percentage of current child support collected to 51 percent in FFY 2006, 54 percent in FFY 2007, 57 percent in FFY 2008, and 60 percent in FFY 2009.
- 1.4 Increase the statewide percentage of cases with arrearage collections to 57 percent by FFY 2006, 58 percent by FFY 2007, 59 percent by FFY 2008, and 60 percent by FFY 2009.
- 1.5 Increase the cost-effectiveness of California's Child Support Services Program such that, by FFY 2009, for every \$1 that is spent to administer the program, at least \$2.75 in child support is collected.
- 1.6 Continue to exceed the federal data reliability standards for all federal performance measures each year through FFY 2009.
- 1.7 Upon release of a federal performance measure for ordering and providing medical support to program participants, develop a relevant performance target for California's program.

### OUTCOMES

- Increased support for children participating in the program.
- Continuously improved performance measures.
- Maximized performance incentive funds.
- Enhanced customer service and satisfaction.





## Goal 2

*Establish and implement a single, statewide automated child support system.*

### OUTCOMES

- *Enhanced program performance.*
- *Enhanced customer service and satisfaction.*
- *Uniform program administration.*
- *Federal certification of the automation system.*
- *Elimination of federal automation penalties.*

### OBJECTIVES

- 2.1 By September 2006, provide State Disbursement Unit services for all mandatory IV-D payments.
- 2.2 By September 2006, make SDU services available for all non-IV-D payments paid by wage assignments.
- 2.3 By September 2006, apply for certification of an alternative system configuration and submit required documentation in order to eliminate California's federal automation penalties.
- 2.4 By FFY 2007, reduce California's federal automation penalties to zero.
- 2.5 By September 2008, increase to 100 percent the number of local child support agencies fully converted from ARS and CASES systems to the statewide system.
- 2.6 By September 2008, notify the federal government that California has implemented a single statewide automated child support system.

## Goal 3

*Promote statewide consistency and efficiency of child support practices among the program's governmental partners.*

### OBJECTIVES

- 3.1 Continue to partner with the Department of Motor Vehicles to improve access to information and exchange of data critical to child support program operations and improve the effectiveness of driver's license-related transactions.
- 3.2 Charter a task force of state and local representatives of the child support program and judicial system to review and make recommendations to more uniformly and effectively deliver legal services.
- 3.3 Promote a stronger collaborative working relationship with state and local health and human services administrators to provide mutually effective and seamless services to shared program participants.
- 3.4 Improve communication and data exchange with the Department of Corrections and Rehabilitation to effectively address the child support obligations of incarcerated parents.
- 3.5 Continue to partner with the Employment Development Department to improve access to information and exchange of data critical to child support program operations and improve the effectiveness of employer-related transactions.

### OUTCOMES

- *Improved program performance.*
- *Greater predictability and transparency of the child support process.*
- *Enhanced quality of services provided to children and families.*
- *Enhanced customer service and satisfaction.*
- *Improved collaboration and coordination with other service providers.*



## Goal 4

*Enhance customer service to child support program clients.*

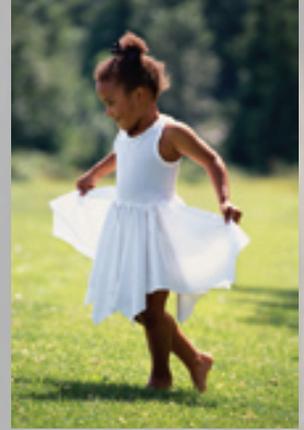


### OUTCOMES

- *Timely service delivery.*
- *Enhanced customer convenience.*
- *Increased awareness of program services.*
- *Improved customer satisfaction.*

### OBJECTIVES

- 4.1 By FFY 2009, all local child support agencies will meet key case processing timeframes necessary for federal compliance in at least 90 percent of cases.
- 4.2 By FFY 2009, conduct a minimum of 400 outreach efforts statewide to educate current and potential customers about the California Child Support Services Program.
- 4.3 By FFY 2009, ensure that 100 percent of customers have access to program and case information through a single website, a central integrated voice response (IVR) system, and direct contact with a child support professional.
- 4.4 By FFY 2009, ensure that at least 70 percent of callers have their issues resolved through the IVR system, and that 80 percent of callers who choose to speak to a customer service professional receive a response within five minutes.
- 4.5 Through FFY 2009, increase to 40 percent annually the number of collections that are made electronically by obligors or employers.
- 4.6 By FFY 2009, increase to 80 percent the number of disbursements that are paid to customers electronically.



**Arnold Schwarzenegger**  
*Governor, State of California*

**Kimberly Belshé**  
*Secretary, California Health and Human Services Agency*

**Greta Wallace**  
*Director, Department of Child Support Services*



**California Department of Child Support Services**

P.O. Box 419064, Rancho Cordova CA 95741-9064

Toll-free (866) 249-0773

Sacramento (916) 464-5000

TTY Toll-free (866) 223-9529

[www.childsup.ca.gov](http://www.childsup.ca.gov)

August 2006



California Department of  
Child Support Services  
August 2006